

**General Services Administration
Federal Supply Service
Authorized Federal Supply Price List**

**Management, Organizational
And
Business Improvement Services (MOBIS)**

Contract Number **GS-10F-0024J**
Federal Supply Group 874, Class 8742
Effective 15 January 2004 to 14 January 2009

KSJ & Associates, Inc.
5203 Leesburg Pike, Suite 901
Falls Church, VA 22041
UPDATED DECEMBER 2003

Special Item Number (SIN)

874-1 Consulting Services

874-4 Training Services

874-6 Outsourcing and Privatization Services

874-7 Program Integration and Project Management Services

DUNS Number: 03-175-1811

Telephone: 703.824.7802

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Web Site: <http://www.ksj.us/>

Contract Administrator: Carolyn Tatanus

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On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA *Advantage!*, a menu-driven database system. The INTERNET address for GSA *Advantage!* is <http://www.gsa.gov>

- Studies, Training and Analysis Consulting -

- Optimize and Document your BPI/BPR/IT Investment
- Develop and Implement Executable Tactical and Strategic Plans
- Comply with Federal Law and Regulations (Clinger-Cohen Act, GPRA, OMB Circulars)
- Define Performance Measures and Establish a Performance Measurement System
- Define Funding Needs and Move Your Program Forward
- Plan for, Integrate and Manage Programs and Projects
- Meet the Needs of Your Customers

Contract Specifications

1. KSJ offers Consulting Services under Special Item Numbers (SIN):

874-1 Consulting

874-4 Training

874-6 Outsourcing & Privatization

874-7 Program Integration & Project Management

2. Maximum Order Limitation:

\$1,000,000. Orders larger than the maximum can be negotiated.

3. Minimum Order:

The minimum order under this schedule is \$300. KSJ is not obligated to accept orders that fall under this amount.

4. Geographic Coverage:

Worldwide.

5. Point(s) of Production (city, county, and state or foreign country):

Work under this schedule will normally be performed at KSJ headquarters located in Falls Church, VA; however, on-site work will be provided as dictated by customer requirements.

6. Discount from list prices or statement of net price:

Prices offered in this schedule are Government net prices (discounts already deducted) and are inclusive of Industrial Funding Fee.

7. Quantity discounts:

None offered.

8. Prompt payment terms:

Net 30 days.

9a. Government purchase card will be accepted for payment.

9b. Discount for payment by Government purchase card:

None.

10. Foreign Items (list items by country of origin):

None

11. Time of Delivery:

Specified in each individual Task Order.

12. FOB Points/Scope:

Destination/Worldwide with the exact delivery date and time is to be specified in each individual Task Order.

13. Ordering Address (s):

KSJ & Associates, Inc.
5203 Leesburg Pike, Suite 901
Falls Church, VA 22041

14. Payment address:

KSJ & Associates, Inc.
5203 Leesburg Pike, Suite 901
Falls Church, VA 22041

15. Warranty provision:

Contractor's standard commercial warranty, which is that KSJ warrants the services provided will satisfy the requirements of the task orders obtained through this schedule.

16. Export Packing Charges:

N/A.

17. Terms and conditions of Government purchase card acceptance:

N/A.

Please call or e-mail for more information or assistance:

KSJ & ASSOCIATES:

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KSJ & Associates, Inc. is pleased to announce newly expanded services now available through our GSA Federal Supply Service Management, Organizational and Business Improvement Services (MOBIS) contract.

MOBIS is a straightforward contracting vehicle providing quick and affordable access to a variety of KSJ & Associates' consulting services. These services include focused expert assistance in support of program management, organizational development and business process improvement, and are available to all Federal Government organizations approved for GSA contracting.

KSJ & Associates takes pride in providing high quality consulting service to their customers. KSJ provides customers with the critical information required to position them for making performance breakthroughs. The "bottom line" is that KSJ provides decision-makers with the knowledge and tools necessary to make pragmatic and cost-effective decisions.

This catalog focuses on the four MOBIS Special Item Numbers (SIN) listed below and on the steps by which you can secure the services provided by KSJ & Associates, Inc.

SIN 874-1 Consulting Services
SIN 874-4 Training Services
SIN 874-6 Outsourcing & Privatization (OMB Circular A-76)
SIN 874-7 Program Integration and Project Management Services

1.1 How to Place an Order

The GSA has determined that the rates for services contained in the KSJ price list applicable to this schedule are fair and reasonable. However, the ordering office using this contract is responsible for considering the level of effort and mix of labor proposed to perform the specific task being ordered and for making a determination that the total firm-fixed price or ceiling price is fair and reasonable. When ordering services, ordering offices shall -----

1. Prepare a Request for Quotes:

A. A performance-based statement of work that outlines, at a minimum, the work to be performed, location of work, period performance, deliverable schedule, applicable standards, acceptable criteria and any special requirements (i.e., security clearances, travel, special knowledge, etc.) should be prepared.

B. A request for quotes should be prepared which includes the performance-based statement of work and requests the contractors to submit either a firm-fixed price or a ceiling price to provide the services outlined in the statement of work.

A firm-fixed price order shall be requested, unless the ordering office makes a determination that it is not possible at the time of placing the order to estimate accurately the extent or duration of work or to anticipate cost with any reasonable degree of confidence. When such a determination is made, a labor hour quote may be requested.

The firm-fixed price shall be based on the hourly rates in the schedule contract and shall consider the mix of labor categories and level of effort required to perform the services described in the statement of work. The firm-fixed price of the order should also include any other incidental costs related to performance of the services ordered. The order may provide for reimbursements of travel costs at

the rates provided in the Federal Travel of Joint Travel Regulations, or as a fixed-price incidental item. A ceiling price must be established for labor hour orders.

C. The request for quotes may request the contractors, if necessary or appropriate, to submit a project plan for performing the task and information on the contractor's experience and/or past performance performing similar tasks.

D. The request for quotes shall notify the contractors what basis will be used for selecting the contractor to receive the order. The notice shall include the best value selection criteria including the intended use of past performance factors.

2. Transmit the Request for Quotes to Contractors

Based upon an initial evaluation of catalogs and price lists, the ordering office should identify the contractors that appear to offer the best value (considering the scope of services offered, hourly rates and other factors such as contractors' locations, as appropriate).

A. The request for quotes should be provided to at least three (3) contractors if the proposed order is estimated to exceed the micro-purchase threshold, but not exceed the maximum order threshold. For proposed orders exceeding the maximum order threshold, the request for quotes should be provided to additional contractors that offers services that will meet the agency's needs. Ordering offices should strive to minimize the contractors' costs associated with responding to requests for quotes for specific orders. Requests should be tailored to the minimum level necessary for adequate evaluation and selection for order placement. Oral presentations should be considered, whenever practical.

3. Evaluate quotes and select the contractor to receive an order

After responses have been evaluated against the factors identified in the request for quotes, the order should be placed with the schedule contractor that represents the best value and results in the lowest overall cost alternative (considering price, special qualifications, administrative costs, etc.) to meet the Government's needs.

The establishment of Federal Supply Schedule Blanket Purchase Agreements (BPAs) for recurring services is permitted when the procedures outlined herein are followed. All BPAs for services must define the service that may be ordered under the BPA, along with delivery or performance time frames, billing procedures, etc. The potential volume of orders under BPAs, regardless of the size of individual orders, may offer the ordering office the opportunity to secure volume discounts. When establishing BPAs ordering offices shall -----

Inform contractors in the request for quotes (based on the agency's requirement) if a single BPA or multiple BPAs will be established and indicate the basis that will be used for selecting the contractors to be awarded the BPAs.

A. **Single BPA:** Generally, a single BPA should be established when the ordering office can define the tasks to be ordered under the BPA and establish a firm-fixed price or ceiling price for individual tasks or services to be ordered. When this occurs, authorized users may place the order directly under the established BPA when the need for services arises. The schedule contractor that represents the best value and results in the lowest overall cost alternative to meet the agency's needs should be awarded the BPA.

B. Multiple BPAs: When the ordering office determines multiple BPAs are needed To meet its requirements, the ordering office should determine which contractors can meet any technical qualifications before establishing the BPAs. When multiple BPAs are established, the authorized users must follow the procedures in 2.B above and then place the order with the Schedule contractor that represents the best value. and results in the lowest overall cost alternative to meet the agency's needs.

a) Review BPAs periodically. Such reviews shall be conducted at least annually. The purpose of the review is to determine whether the BPA still represents the best value (considering price, special qualifications, etc.) and results in the lowest overall cost alternative to meet the agency's needs.

4. The ordering office should give preference to small business concerns when two or more contractors can provide the service at the same firm-fixed price or ceiling price.

5. When the ordering office's requirement involves both products as well as professional services, the ordering office should total the prices for the products and the firm-fixed price for the services and select the contractor that represents the greatest value in terms of meeting the agency's total needs.

6. The ordering office, at a minimum, should document orders by identifying the contractor the services were purchased from, the services purchased and the amount paid. If other than a firm-fixed price order is placed, such documentation should include the basis for the determination to use a labor hour order. For agency requirements in excess of the micro-purchase threshold, the order file should document the evaluation of Schedule contractors' quotes that formed the basis for the selection of the contractor that received the order and the rationale for any trade-offs made in making the selection.

KSJ & Associates, Inc. - Quality and Efficiency in Consulting Services

KSJ & Associates established itself within the Washington D.C. metropolitan area in 1996 as a privately held company. We are a quality-oriented professional enterprise providing tailored consulting services particularly to the government sector. Our experienced and customer-focused associates provide high quality MOBIS consulting services in the broad areas of program management, training, financial/cost management and business process management.

KSJ's reputation and future success is predicated on sustained professional excellence and unquestioned integrity within each member of our team. Our high ethical and professional standards are our roadmap for the general conduct of KSJ's internal and external business operations and relations. KSJ & Associates relies on the personal integrity and good judgment of each team member to enforce and sustain the values, policies and procedures supporting our mission. The foundations of mission success are:

* **Client Satisfaction.** The very best technical and management solutions are those the client understands and perceives as optimal.

* **Professional Expertise and Demeanor.** Our consultants are proficient and creative in the application and communication of proven problem-solving methods and tools. The impressive range of quantitative and qualitative skills demonstrated by our team will ensure that clients receive highest quality and timely service, at reasonable cost.

Our consultants help you achieve your objectives. Our consultants are proficient and creative in the application of proven problem-solving methods and tools.

Our solutions are tailored to your needs. KSJ understands that meeting the needs of each customer requires more than "cookie cutter" solutions.

Customer satisfaction is how we measure success. This concept is the cornerstone of KSJ's vision and mission. The very best technical and management solutions are those that the client understands and perceives as optimal.

We are a quality organization. Quality control of deliverables is paramount at KSJ. Our quality assurance procedures ensure that all tasks and projects are completed on time and within budget.

Consulting Services SIN 874-1

KSJ & Associates does more than provide IT oriented management consulting services, we develop long lasting relationships with our customers and client organizations to improve overall performance. Even the most carefully considered management, organizational or business improvement effort will not be successful without an activity-wide commitment to change. When this fundamental level of commitment is assured, the change process can move forward.

Process Improvement and Reengineering Services

KSJ & Associates uses a variety of effective tools, techniques and methodologies to assist our clients in making fundamental improvements to their business processes to achieve cost savings. Our DoD BPR specialists can determine if a client's process requires one of two methodologies: Business Process Reengineering (BPR), a radical approach to obtaining performance breakthroughs or Business Process Improvement (BPI), a more focused approach to redesigning processes.

The success of a business process improvement or reengineering effort is based, in part, on preparation and readiness to commit to change. Experience has shown that an absence of leadership, strategy, project teams and training will usually result in the failure of a BPI/BPR effort. The DoD six-phase process improvement methodology provides the framework necessary for a successful process improvement project.

KSJ can assist Government clients at any point in the business process improvement cycle. We use the latest business tools, acquisition expertise and common sense to assist our customers in making the right decisions for their organizations.

Strategic and Business Planning

Strategic and Business Planning is integral to business process improvement and re-engineering. Planning that isn't strongly linked to the organization's mission, goals and objectives is sub-optimal. Any improvement or re-engineering effort must link to the overall strategic plan through the development of mission-related measures. Mission and goals should be translated into objective, results-oriented measures of performance to establish a baseline for measuring the value of business and technology investments.

KSJ & Associates assists organizations in defining their business goals and requirements. This is accomplished by developing and implementing strategic and business plans that relate to mission goals or breakthrough objectives as measured through the use of performance metrics.

Performance Measurement and Benchmarking

Performance measurement encompasses the continuous and systematic process of measuring and comparing actual to planned performance. Benchmarking is a tool used for evaluating relative performance. The objective of benchmarking is to incorporate best practices of existing market-leading processes or techniques into your own, and to validate that your proposed improvements are value-added.

KSJ & Associates assists clients in developing required performance baselines and in developing measurements to track program or project performance.

KSJ & Associates encourages clients to fully evaluate any alternative solutions that may be available. The analysis of alternatives is an important prerequisite for informed decision-making. Development of alternatives requires an understanding of possible technical architectures, as well as the lifecycle costs and benefits associated.

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Financial Management Analysis

Financial management analysis is embedded in most areas associated with business improvement. Our expertise is focused in four main areas:

*** Financial Systems Modeling**

- Financial Management Systems Development
- Cost Estimating/Modeling
- Activity-Based Accounting/Reporting
- Cost/Schedule Performance Measurement

*** Economic Analysis**

- Cost and Affordability Analysis
- Functional Economic Analysis
- Cost/Benefit Analysis
- Life Cycle Cost Estimates
- Life Cycle Benefits Estimates
- Benefits Realization Tracking
- Return on Investment
- Net Present Value
- IT Performance Measures - Select, Control & Evaluate
- Risk Analysis

*** Financial Management, Budgeting and Analysis**

- Process Improvement Budget Preparation/Justification/Tracking
- Financial Forecasting
- Costs/Benefits Realization

*** Acquisition/Program Management**

- Functional Activity Performance Targets and Measures
- Milestone Documentation
- Process Improvement Acquisition Support (Baselines and Plans)
- Functional Area Strategic Plans

Training Services SIN 874-4

KSJ & Associates, Inc. offers off-the-shelf and customized off-the-shelf training packages to meet specific agency needs related to management, organizational and business improvement services. Three broad areas of instruction are provided:

- * Best Practices in Strategic Planning
- * Best Practices in Program/Project Management
- * Best Practices in Procurement and Systems Acquisition

Courses and Descriptions

Strategic Planning Courses

SA 01 - Strategic Planning Fundamentals.

This comprehensive, two-day workshop will close the knowledge and skill gap for participants when confronted with defining, developing, implementing or updating strategic and operational plans. Each participant will gain knowledge about the planning 'drivers', 1) GPRA-related legislation and, 2) current agency mandates. Participants are given tools to enhance successful planning and to evaluate the appropriate mixture of skill, communication, motivation and action needed for success.

SA 02 - Strategic Planning for Business

Improvement (New Ventures or Crossroad Situations). This comprehensive overview course will close the knowledge and skill gap by conveying to participants what it takes to define, develop, implement and update both strategic and operational planning. Using current best practice and relevant agency examples, a critical look at various influential operational alternatives is given including re-engineering, innovation and information transfer.

Program / Project Management Courses

PM 01 - Program/Project Planning Concepts and Applications. Structured planning is often overlooked as a primary skill for highly trained technical or management professionals. Why? One answer is that an emphasis is often placed on delivery rather than management of systems. This comprehensive, two-day seminar will close the knowledge and skill gap for participants when confronted with defining, developing, implementing or updating project plans. The thrust is that successful planning occurs through an appropriate mixture of skill, communication, motivation and action.

PM 02 - Project Management Lifecycle. Project management is fast evolving into a primary area of managerial competency. The reasons are: 1) more emphasis on effective planning, 2) greater need for systematic approaches to identify and solve problems, 3) influence of past failures, and 4) program managers are acquiring more project management skills. This two-day seminar will introduce participants to the concept of the project management lifecycle and provide tools and techniques for effectively launching and completing a complex project.

PM 03 - Project Management in a Software Development Environment. Project management is fast evolving into a primary area of managerial competency. The reasons are: 1) more emphasis on effective planning, 2) a greater need for systematic approaches to identify and solve problems, 3) influence of past failures, and 4) program managers are acquiring more project management skills. This seminar will introduce participants to the lifecycle of project management in the software development context, strengthening their understanding of the ideas and applications presented. The course is oriented specifically to client/server concerns including:

- * Operating systems
- * Programming languages
- * Data and database management
- * Data communications
- * User interfaces
- * Software applications

Procurement and Systems Acquisition Courses

PSA 01 - Performance-based Contracting.

Performance-based Service Contracting is making a comeback. To ensure the maximum benefit this workshop is presented to: 1) increase user familiarity and facility, 2) demonstrate benefits through direct connections to agency requirements, and 3) discover means of expanding future use. The results of this training link to OMB Best Practices in finding improved methods for meeting agency requirements.

PSA 02 - Principles and Best Practices of Outsourcing.

A seminar in which each participant will learn state of the art concepts and practices to:

- * Sharpen ability to successfully use outsourcing,
- * Address the outsourcing of commercial activities using best practices,
- * Hear how public/private partnerships can further program success,
- * Learn how privatization has affected the ways the federal government does business
- * Become aware and current on procurement strategies that enhance the success of any outsourcing effort.

PSA 03 - Effective Statements of Work.

One of the least standardized, yet widely used tools for meeting user requirements is the Statement of Work (SOW). The need for a concise and accurate SOW in procurement planning, source selection and contract administration makes it an essential feature of any sound procurement or acquisition management system. Because of weaknesses in work statements, not enough attention is paid to doing effective Independent Government Cost Estimates and using them as a tool to better evaluate cost proposals. This course will focus on correcting these shortcomings. It will enable the participant to create work statements which will do a better job of: 1) defining the government's need in an Order situation, 2) enable better cost estimating, and 3) strengthen the ability of government technical representatives to evaluate the contractor's performance. Contractor involvement and interaction will enhance the learning outcomes.

PSA 04 - Conducting A-76 Cost Comparisons.

OMB Circular A-76 requires that an agency consider outsourcing before committing to using government personnel for undertaking a new requirement or expanding an existing commercial activity. At one time, government outsourcing was primarily applied to contracts for "blue collar"-oriented functions such as maintenance, security, and food services. However, the government is finding it necessary to follow the commercial trend to outsource "white collar" type functions as well, including Information Technology (IT) functions. Once an in-house function is identified as a candidate for outsourcing, an outsourcing team is established and an outsourcing study developed. The Outsourcing Study will provide all the material necessary to perform IT outsourcing acquisition projects and ultimately to conduct the requisite cost estimates. The purpose of the Outsourcing Study and the resulting cost comparison is to determine whether it is "more economical" to award a contract to the most advantageous proposal or to perform the work in-house. This two-day seminar will give each participant an opportunity to understand and learn the process and skills needed to conduct cost comparisons.

PSA 05 - Evaluating a Contractor's Performance.

A critical area for the success of any Government contract is the contractor's performance. This three-day course seeks to close the gaps between what the Government asks for and what it gets in return for payment. Particular emphasis is paid to planning and execution to increase evaluation capabilities. Special attention will be placed on early-warning skills for performance concerns.

PSA 06 - Structuring Solicitations.

Source Selection is the process by which a contractor is selected to perform a contract. Depending upon the requirement or the competitive circumstance, different modes of selection are employed. This seminar-type course will present the basics of structuring a solicitation for each major selection pathway. The common pre-selection tasks are described first along with those selection actions that cut across any mode chosen. The ethical concerns associated with source selection are also covered. The resulting learning will thus focus on determining when and how to use each mode.

Course Tailoring

Specially tailored courses can be configured that draw upon material from each broad area. Pricing for tailored courses is the same as for standard courses. All of the above courses are offered as a basic two-day course that can be tailored to specific agency requirements either by abbreviating the coursework to one day or extending the coursework to three-days.

Training Price List

(includes IFF price reduction of .0025 per July 03 Mod)

There is a 3-person minimum, 20-person maximum for each course

Base 01/01/04 to 01/14/04:

One (1)-Day courses	\$ 4,329
Two (2)-Day courses	\$10,015
Three (3)-Day courses	\$11,691

01/15/04 to 09/30/04:

One (1)-Day courses	\$ 4,329
Two (2)-Day courses	\$10,015
Three (3)-Day courses	\$11,691

10/01/04 to 09/30/05:

One (1)-Day courses	\$ 4,485
Two (2)-Day courses	\$10,375
Three (3)-Day courses	\$12,112

10/01/05 to 09/30/06:

One (1)-Day courses	\$ 4,646
Two (2)-Day courses	\$10,749
Three (3)-Day courses	\$12,548

10/01/06 to 09/30/07:

One (1)-Day courses	\$ 4,814
Two (2)-Day courses	\$11,136
Three (3)-Day courses	\$12,999

10/01/07 to 09/30/08:

One (1)-Day courses	\$ 4,987
Two (2)-Day courses	\$11,537
Three (3)-Day courses	\$13,467

10/01/08 to 01/14/09:

One (1)-Day courses	\$ 5,167
Two (2)-Day courses	\$11,952
Three (3)-Day courses	\$13,952

Outsourcing & Privatization Services SIN 874-6

OMB Circular A-76

Office of Management and Budget (OMB) Circular A-76 requires that an agency consider outsourcing before the agency commits to using government personnel for either undertaking a new requirement or expanding an existing commercial activity. The purpose of the outsourcing study and the resulting cost comparison is to determine whether it is "more economical" to award a contract to the most advantageous proposal or to perform the work in-house.

Outsourcing and Privatization

At KSJ & Associates, Inc., we have dedicated ourselves to providing clients with creative approaches to structuring and managing the federal workplace. It is our goal to deliver the best, most comprehensive A-76 solutions on the market. As a result, we have assembled a competitive team of qualified professionals to address A-76 outsourcing and privatization.

KSJ can lead and provide support at every stage of an A-76 Study, from initial planning through the evaluation and award process. KSJ can help clients define the business unit that should be studied by including those activities that make "business sense" as part of a larger organization. KSJ will draft performance-based Performance Work Statements (PWS). The PWS will clearly define work requirements without telling a provider how to perform the work, ensuring that all elements of required support are addressed. Using business process reengineering and activity based costing techniques, KSJ will help clients to develop their Most Efficient Organization (MEO), and streamline their organization. KSJ has practical experience in:

- * Strategic, tactical and operational level planning support
- * Development of Performance Work Statements (PWS)
- * Development of in-house work performance cost estimates
- * Development of Quality Assurance Surveillance Plans (QASP)
- * Performance of management studies to determine the Government's Most Efficient Organization (MEO)
- * Business assurance and auditing for support in independent reviews of A-76 documentation
- * Comprehensive training in A-76 subjects

Program Integration and Project Management Services SIN 874-7

KSJ & Associates, Inc. offers services to manage and integrate various management and business improvement programs and projects that may or may not be the result of MOBIS recommendations to a Federal activity. These services may include:

- * Project management for projects internal to or between Federal agencies.
- * Project management that connects and maintains liaison between multiple contractors.
- * Monitoring of multiple project.

KSJ has developed a client support spectrum of program integration and project management tools, techniques and expertise encompassing proven and unique capabilities for economic analysis, hardware and software life cycle cost estimation, and quantitative program performance assessment. **Our mission** is to provide government and commercial clients with the highest quality technical and management consulting services at competitive rates. **Our vision** is continuous improvement in mission achievement through technical ingenuity, effective communication, and the consistent use of proven problem-solving techniques.

Labor Categories and Descriptions

General Functions of Managers

Our managers interface with government management personnel, contract managers, and customer agency representatives. Managers are responsible for risk management activities; formulation and enforcement of work standards; cost, schedule and performance monitoring; work quality review; and communicating policies, purposes, and goals of the organization to subordinates. Managers have demonstrated strong performance in the overall management of complex tasks, and strong team building skills.

General Qualifications of Managers

Our managers are experienced in the management of teams of professionals. They possess generalized and specialized expertise in business process improvement techniques. Business improvement experience includes: conducting studies and documenting proposed improvement efforts; performing strategic business planning; developing and implementing performance measurement systems; experience in process and productivity improvement techniques; conducting organizational assessments, program audits and evaluations; and performing financial management activities related to improvement efforts.

1 - Program Manager

Description: Manages contract performance.

Qualifications: Must possess a bachelor's degree in a field applicable to this position and 12 years relevant management experience; or master's degree and 10 years relevant management experience; or a PhD and 8 years experience, or 14 years of relevant management experience.

2 - Project Manager (Key Personnel)

Description: Responsible for the overall management of specific or multiple Task Orders. In the case of particularly complex Task Orders, the Project Manager is responsible for management of a specific task under the guidance of the Program Manager.

Qualifications: Must possess a bachelor's degree and 7 years of progressive experience in project management; master's degree and 5 years experience, or a PhD and 3 years experience, or 12 years of relevant experience.

3 - Task Manager (Key Personnel)

Description: Under the guidance of the Project Manager, responsible for day-to-day management and operations of one or more subtasks.

Qualifications: Must possess a bachelor's degree and 4 years of progressive experience in project management; master's degree and 3 years relevant experience, or a PhD and 2 years relevant experience, or 8 years of relevant experience.

General Functions of Consultants and Specialists

Our Consultants provide technical guidance and expertise to project staff to ensure the methods, tools and techniques applied are optimal. They substantially contribute to project work products and activities, monitor overall quality and ensure that quality standards are achieved. Consultants interface with customers to provide consultative advice and counsel in their area(s) of expertise.

Our Consultants possess specialized expertise in business process improvement techniques. Business improvement experience includes: conducting studies and documenting proposed improvement efforts; performing strategic business planning; developing and implementing performance measurement systems; experience in process and productivity improvement techniques; conducting organizational assessments, program audits and evaluations; and performing financial management activities related to improvement efforts.

4 - Senior Principal Consultant

Description: Plans, organizes, staffs, directs, and manages performance of work associated with one or more task orders within relevant subject matter domain of the project while providing technical guidance and expertise to project staff.

Qualifications: Bachelor's degree and 15 years relevant experience, master's degree and 12 years of relevant experience, PhD and 10 years of relevant experience, or 17 years of relevant experience. Relevant experience includes senior level management of teams of professionals with generalized and specialized expertise in business process improvement efforts, and direct experience and demonstrated expertise in the subject matter domain of the project. Business process improvement efforts include: conducting studies, analysis and documenting proposed improvement efforts; strategic business planning; developing and implementing performance measurement systems; process and productivity improvement; conducting organizational assessments, program audits and evaluations; performing financial management activities related to improvement efforts.

5 - Principal Consultant

Description: Plans, organizes, staffs, directs, and manages performance of work associated with one or more task orders within the relevant subject matter domain of the project.

Qualifications: Bachelor's degree and 12 years relevant experience, master's degree and 10 years of relevant experience, PhD and 8 years of relevant experience, or 14 years of relevant experience. Direct experience and demonstrated expertise in subject matter domain of project required.

6 - Senior Consultant

Description: Plans, organizes, staffs, directs, and manages performance of work associated with one or more subtasks. He/She works independently or under the general guidance of the Principal Consultant or Program Manager.

Qualifications: Bachelor's degree and 10 years relevant experience, master's degree and 8 years of relevant experience, PhD and 6 years of relevant experience, or 13 years of relevant experience.

7 – Consultant

Description: Plans, organizes, staffs, directs, and manages performance of work associated with one or more subtasks. Under technical guidance of Principal and Senior Consultants, contributes significantly to the performance of project activities and to preparation of work products.

Qualifications: Bachelor's degree and 4 years relevant experience, master's degree and 2 years of relevant experience, PhD and 1 years of relevant experience, or 9 years of relevant experience.

8 - Principal Business Process Reengineering (BPR) Specialist

Description: Applies process improvement and reengineering methodologies and principles to modernization projects. Responsible for effective transition of existing project teams, and the facilitation of project teams in the accomplishment of project activities and objectives. He/She provides group facilitation, interviewing, and training as well as other forms of knowledge transfer. He/She coordinates between multiple project teams to ensure enterprise-wide integration of

reengineering efforts. He/She performs activity and data modeling. Evaluates business methods and best practices. Creates and critically evaluates performance measurements. Specialized experience may include: facilitation, training, methodology development and evaluation, process reengineering, identification of best practices, change management, business process improvement, business management techniques, organizational development, activity and data modeling, or information system development methods.

Qualifications: Bachelor' degree and 12 years experience, master's degree and 10 years of relevant experience, PhD and 8 years of relevant experience, or 14 years of relevant experience.

9 - Senior Financial Analyst

Description: Conducts economic and financial analyses, program planning, and requirements development. He/She performs Functional Economic Analysis (FEA) to evaluate the costs of proposed alternatives. The FEA states investment costs, benefit and risk as a net change to the functional baseline cost. The functional baseline cost represents the cost of doing business now and in the future. He/She ensures that cross-functionality, security and other integration issues are addressed with respect to cost. He/She applies financial analysis skills to support process improvement, studies and analysis projects.

Qualifications: Must possess a bachelor's degree and at least 5 years experience. Alternate qualifications include (a) a masters degree may be substituted for 3 years experience, or (b) an associate degree (or having equivalent military or other professional educational credits) and at least 7 years functional experience. Requires expertise in specialty areas.

10 - Financial Analyst

Description: Applies analytical skills to support process improvement, studies and analysis projects. Typical duties include assisting the Project Manager and/or Senior Analyst in preparing an FEA, development of other cost and financial analyses, program planning, and requirements development.

Qualifications: Must possess a bachelor's degree and at least 1 year experience. Alternate qualifications include (a) an advanced degree may be substituted for 1 year of experience, or (b) an associate degree (or having equivalent military or other professional educational credits) with a minimum of 4 years of functional experience.

11 - Quality Assurance Manager

Description: Plans, organizes, staffs, directs, and manages performance of work associated with one or more task orders. Establishes and maintains a process for ensuring the delivery of quality products and services for all contract task orders. He/She conducts formal and informal reviews of work in process.

Qualifications: Bachelor's degree and 8 years of relevant experience, master's degree and 6 years of relevant experience, PhD and 4 years of relevant experience, or 13 years of relevant experience.

12 - Research Assistant

Description: Performs research and administrative tasks as assigned. Conducts literature searches and surveys; collects and analyzes and summarizes data. He/She contributes to reports as directed, including preparation, writing, editing, production coordination and graphics. Coordinates project activities and schedules to facilitate completion of proposals, contract deliverables, quality reviews, briefings and presentations.

Qualifications: Must have an Associate Degree (2-year) with a minimum of two (2) years experience in their professional field. Alternate qualification: High School Diploma or GED with five (5) years of specific experience.

13 - Administrative Assistant

Description: Provides administrative support to Program Manager, Project Manager and team members for activities associated with contract and Task Order work performance. He/She assists in preparation of plans, reports, and contract deliverables. He/She provides general administrative support.

Qualifications: Must have an associate degree (or its equivalent as evidenced by two years of applicable college courses) or higher. He/She shall possess at least 2 years experience in administrative typing, technical typing, and use of word processing equipment. Experience with computer graphics or computer terminals can be substituted for experience with word processing equipment.

Alternate qualification: High School Diploma (or GED) and 3 years of applicable experience.

14 - Industry Expert I

Description: Provides specialized and commercially oriented expertise when a client stipulates that such expertise is necessary to resolve a particular management, organizational or business improvement problem or to implement a particular function within an overall solution. Typical support includes, but is not limited to concentrated subject matter expertise or formal commercial certification intimately related to one or more task elements or deliverables within the overall MOBIS tasking.

Qualifications: Meets or exceeds education and experience standards for initial commercial certification or recognition as a subject matter specialist.

15 - Industry Expert II

Description: Provides specialized and commercially oriented expertise when a client stipulates that such expertise is necessary to resolve a particular management, organizational or business improvement problem or to implement a particular function within an overall solution. Typical support includes, but is not limited to concentrated subject matter expertise or formal commercial certification intimately related to one or more task elements or deliverables within the overall MOBIS tasking.

Qualifications: Meets or exceeds education and experience standards for intermediate-level commercial certification or recognition as a subject matter specialist.

16 - Industry Expert III

Description: Provides specialized and commercially oriented expertise when a client stipulates that such expertise is necessary to resolve a particular management, organizational or business improvement problem or to implement a particular function within an overall solution. Typical support includes, but is not limited to concentrated subject matter expertise or formal commercial certification intimately related to one or more task elements or deliverables within the overall MOBIS tasking.

Qualifications: Meets or exceeds education and experience standards for **senior-level** commercial certification or recognition as a subject matter expert.

Service Rates Over the Period of Performance

SIN 874-1, SIN 874-6 and SIN 874-7
 BASE Period: 01-Jan-04 to 14-Jan-04

Labor Category	Contractor Site/Hr	Contractor Client Site/Day (2% Discount)	Client Site/Hr (13% Discount)	Client Site/Day (13% Discount)
Program Manager	\$124.08	\$972.78	\$107.95	\$863.59
Project Manager	\$102.89	\$806.67	\$89.52	\$716.13
Task Manager	\$78.67	\$616.79	\$68.45	\$547.56
Sr. Principal Consultant	\$163.58	\$1,282.47	\$142.31	\$1,138.52
Principal Consultant	\$139.20	\$1,091.34	\$121.10	\$968.84
Senior Consultant	\$99.88	\$783.06	\$86.90	\$695.16
Consultant	\$76.27	\$597.95	\$66.35	\$530.83
Principal BPR Specialist	\$115.59	\$906.23	\$100.56	\$804.51
Senior Financial Analyst	\$69.61	\$545.71	\$60.56	\$484.45
Financial Analyst	\$47.81	\$374.83	\$41.59	\$332.76
Quality Assurance Manager	\$75.04	\$588.33	\$65.29	\$522.29
Research Assistant	\$32.68	\$256.20	\$28.43	\$227.44
Administrative Assistant	\$23.90	\$187.38	\$20.79	\$166.34
Industry Expert I	\$150.82	\$1,206.58	\$150.82	\$1206.58
Industry Expert II	\$195.34	\$1,562.72	\$195.34	\$1,562.72
Industry Expert III	\$258.54	\$2,068.34	\$258.54	\$2,068.34

KSJ and Associates, Inc.

SIN 874-1, SIN 874-6 and SIN 874-7
 OPTION Period: 15-Jan-04 to 30-Sep-04

Labor Category	Contractor Site/Hr	Contractor Client Site/Day (2% Discount)	Client Site/Hr (13% Discount)	Client Site/Day (13% Discount)
Program Manager	\$124.08	\$972.78	\$107.95	\$863.59
Project Manager	\$102.89	\$806.67	\$89.52	\$716.13
Task Manager	\$78.67	\$616.79	\$68.45	\$547.56
Sr. Principal Consultant	\$163.58	\$1,282.47	\$142.31	\$1,138.52
Principal Consultant	\$139.20	\$1,091.34	\$121.10	\$968.84
Senior Consultant	\$99.88	\$783.06	\$86.90	\$695.16
Consultant	\$76.27	\$597.95	\$66.35	\$530.83
Principal BPR Specialist	\$115.59	\$906.23	\$100.56	\$804.51
Senior Financial Analyst	\$69.61	\$545.71	\$60.56	\$484.45
Financial Analyst	\$47.81	\$374.83	\$41.59	\$332.76
Quality Assurance Manager	\$75.04	\$588.33	\$65.29	\$522.29
Research Assistant	\$32.68	\$256.20	\$28.43	\$227.44
Administrative Assistant	\$23.90	\$187.38	\$20.79	\$166.34
Industry Expert I	\$150.82	\$1,206.58	\$150.82	\$1,206.58
Industry Expert II	\$195.34	\$1,562.72	\$195.34	\$1,562.72
Industry Expert III	\$258.54	\$2,068.34	\$258.54	\$2,068.34

KSJ and Associates, Inc.

SIN 874-1, SIN 874-6 and SIN 874-7
 OPTION Period: 01-Oct-04 to 30-Sep-05

Labor Category	Contractor Site/Hr	Contractor Client Site/Day (2% Discount)	Client Site/Hr (13% Discount)	Client Site/Day (13% Discount)
Program Manager	\$128.54	\$1007.79	\$111.83	\$894.67
Project Manager	\$106.60	\$835.73	\$92.74	\$741.92
Task Manager	\$81.52	\$639.09	\$70.92	\$567.35
Sr. Principal Consultant	\$169.47	\$1,328.67	\$147.44	\$1179.53
Principal Consultant	\$144.22	\$1,130.69	\$125.47	\$1003.78
Senior Consultant	\$103.46	\$811.15	\$90.01	\$720.10
Consultant	\$79.01	\$619.42	\$68.74	\$549.90
Principal BPR Specialist	\$119.77	\$938.97	\$104.20	\$833.57
Senior Financial Analyst	\$72.11	\$565.36	\$62.74	\$501.89
Financial Analyst	\$49.54	\$388.37	\$43.10	\$344.78
Quality Assurance Manager	\$77.75	\$609.59	\$67.65	\$541.17
Research Assistant	\$33.86	\$265.47	\$29.46	\$235.67
Administrative Assistant	\$24.77	\$194.18	\$21.55	\$172.39
Industry Expert I	\$156.25	\$1,250.01	\$156.25	\$1,250.01
Industry Expert II	\$202.37	\$1,618.98	\$202.37	\$1,618.98
Industry Expert III	\$267.85	\$2,142.80	\$267.85	\$2,142.80

KSJ and Associates, Inc.

SIN 874-1, SIN 874-6 and SIN 874-7
 OPTION Period: 01-Oct-05 to 30-Sep-06

Labor Category	Contractor Site/Hr	Contractor Client Site/Day (2% Discount)	Client Site/Hr (13% Discount)	Client Site/Day (13% Discount)
Program Manager	\$133.17	\$1,044.07	\$115.86	\$926.88
Project Manager	\$110.44	\$865.82	\$96.08	\$768.63
Task Manager	\$84.45	\$662.10	\$73.47	\$587.78
Sr. Principal Consultant	\$175.57	\$1,376.50	\$152.75	\$1,221.99
Principal Consultant	\$149.41	\$1,171.40	\$129.99	\$1,039.92
Senior Consultant	\$107.19	\$840.35	\$93.25	\$746.03
Consultant	\$81.85	\$641.72	\$71.21	\$569.69
Principal BPR Specialist	\$124.08	\$972.77	\$107.95	\$863.58
Senior Financial Analyst	\$74.71	\$585.70	\$64.99	\$519.96
Financial Analyst	\$51.32	\$402.35	\$44.65	\$357.19
Quality Assurance Manager	\$80.55	\$631.54	\$70.08	\$560.65
Research Assistant	\$35.08	\$275.02	\$30.52	\$244.15
Administrative Assistant	\$25.66	\$201.18	\$22.32	\$178.59
Industry Expert I	\$161.88	\$1,295.01	\$161.88	\$1,295.01
Industry Expert II	\$209.66	\$1,677.26	\$209.66	\$1,677.26
Industry Expert III	\$277.49	\$2,219.94	\$277.49	\$2,219.94

KSJ and Associates, Inc.

SIN 874-1, SIN 874-6 and SIN 874-7
 OPTION Period: 01-Oct-06 to 30-Sep-07

Labor Category	Contractor Site/Hr	Contractor Client Site/Day (2% Discount)	Client Site/Hr (13% Discount)	Client Site/Day (13% Discount)
Program Manager	\$137.97	\$1,081.66	\$120.03	\$960.25
Project Manager	\$114.41	\$896.99	\$99.54	\$796.30
Task Manager	\$87.49	\$685.93	\$76.12	\$608.94
Sr. Principal Consultant	\$181.89	\$1,426.05	\$158.25	\$1,265.98
Principal Consultant	\$154.79	\$1,213.57	\$134.67	\$1,077.35
Senior Consultant	\$111.05	\$870.60	\$96.61	\$772.88
Consultant	\$84.80	\$664.83	\$73.78	\$590.20
Principal BPR Specialist	\$128.54	\$1,007.79	\$111.83	\$894.67
Senior Financial Analyst	\$77.40	\$606.78	\$67.33	\$538.68
Financial Analyst	\$53.17	\$416.83	\$46.26	\$370.05
Quality Assurance Manager	\$83.45	\$654.27	\$72.60	\$580.83
Research Assistant	\$36.34	\$284.93	\$31.62	\$252.94
Administrative Assistant	\$26.58	\$208.42	\$23.13	\$185.02
Industry Expert I	\$167.70	\$1,341.63	\$167.70	\$1,341.63
Industry Expert II	\$217.21	\$1,737.65	\$217.21	\$1,737.65
Industry Expert III	\$287.48	\$2,299.85	\$287.48	\$2,299.85

KSJ and Associates, Inc.

SIN 874-1, SIN 874-6 and SIN 874-7

OPTION Period: 01-Oct-07 to 30-Sep-08

Labor Category	Contractor Site/Hr	Contractor Client Site/Day (2% Discount)	Client Site/Hr (13% Discount)	Client Site/Day (13% Discount)
Program Manager	\$142.93	\$1,120.60	\$124.35	\$994.82
Project Manager	\$118.53	\$929.28	\$103.12	\$824.97
Task Manager	\$90.64	\$710.62	\$78.86	\$630.86
Sr. Principal Consultant	\$188.44	\$1,477.39	\$163.94	\$1,311.56
Principal Consultant	\$160.36	\$1,257.26	\$139.52	\$1,116.14
Senior Consultant	\$115.04	\$901.95	\$100.09	\$800.71
Consultant	\$87.85	\$688.76	\$76.43	\$611.45
Principal BPR Specialist	\$133.17	\$1044.07	\$115.86	\$926.88
Senior Financial Analyst	\$80.18	\$628.63	\$69.76	\$558.07
Financial Analyst	\$55.08	\$431.84	\$47.92	\$383.37
Quality Assurance Manager	\$86.46	\$677.83	\$75.22	\$601.74
Research Assistant	\$37.65	\$295.18	\$32.76	\$262.05
Administrative Assistant	\$27.54	\$215.92	\$23.96	\$191.68
Industry Expert I	\$173.74	\$1,389.93	\$173.74	\$1,389.93
Industry Expert II	\$225.03	\$1,800.20	\$225.03	\$1,800.20
Industry Expert III	\$297.83	\$2,382.65	\$297.83	\$2,382.65

KSJ and Associates, Inc.

SIN 874-1, SIN 874-6 and SIN 874-7
 OPTION Period: 01-Oct-08 to 14-Jan-09

Labor Category	Contractor Site/Hr	Contractor Client Site/Day (2% Discount)	Client Site/Hr (13% Discount)	Client Site/Day (13% Discount)
Program Manager	\$148.08	\$1,160.94	\$128.83	\$1,030.63
Project Manager	\$122.80	\$962.73	\$106.83	\$854.67
Task Manager	\$93.90	\$736.21	\$81.70	\$653.57
Sr. Principal Consultant	\$195.23	\$1,530.58	\$169.85	\$1,358.78
Principal Consultant	\$166.14	\$1,302.52	\$144.54	\$1,156.32
Senior Consultant	\$119.19	\$934.42	\$103.69	\$829.53
Consultant	\$91.01	\$713.55	\$79.18	\$633.46
Principal BPR Specialist	\$137.97	\$1,081.66	\$120.03	\$960.25
Senior Financial Analyst	\$83.07	\$651.26	\$72.27	\$578.16
Financial Analyst	\$57.06	\$447.39	\$49.65	\$397.17
Quality Assurance Manager	\$89.57	\$702.23	\$77.93	\$623.41
Research Assistant	\$39.01	\$305.81	\$33.94	\$271.48
Administrative Assistant	\$28.53	\$223.69	\$24.82	\$198.59
Industry Expert I	\$180.00	\$1,439.97	\$180.00	\$1,439.97
Industry Expert II	\$233.13	\$1,865.01	\$233.13	\$1,865.01
Industry Expert III	\$308.55	\$2,468.42	\$308.55	\$2,468.42